



Shooting Stars

Education through netball



An initiative of



STRATEGIC PLAN 2016 - 2021

REVISED 2019



Key Outcomes

- » Maintain the Aboriginal and Torres Strait Islander workforce across all programs to greater than 50%
- » Seek to be recognised at all levels of government as delivering a leading strategy and outcomes for Indigenous employment
- » Develop and maintain a quality team by retaining 80% of the original team
- » Implement a professional development and secession strategy for staff and key management personnel

Goals

Drive the growth of all Shooting Stars programs through a focus on retaining and developing our people.

- » Achieve growth and retention in the number of Aboriginal and Torres Strait Islander employees, contractors and volunteers through both a reward and recognition program, and leadership development and succession plan
- » Identify employment pathways and provide opportunities for participants to seek meaningful employment
- » Provide opportunities for individuals from Aboriginal communities to fill senior positions within the program delivery

Expand the reach and impact of Shooting Stars programs through strong community partnerships.

- » Identify and develop mentors for program participants, both locally and from the participating home communities

Promote and deliver good governance practices that reflect the values of Shooting Stars.

- » Promote and lead best practice in governance with clear policies and procedures including adherence to Aboriginal and Torres Strait Islander Strategy and Outcomes
- » Develop best practice evaluation, research and analysis processes across all programs



Key Outcomes

- » Maintain a National footprint with programs operating in multiple states/territories
- » Increase the number of participating schools in Shooting Stars to 20, inclusive of part time and full time programs
- » A demonstrated ability to influence government as a critical adviser, in the development and delivery of policy and funding in our areas of operation.

Goals

Become known as a leader in developing innovative initiatives that advance the prospects of Aboriginal and Torres Strait Islander communities across Australia.

- » Identify measures of success that can be promoted as achievements
- » Develop relationships with local media organisations to increase exposure of programs
- » Identify methods of recognition to use as a tool in developing and enhancing community

Create strong and meaningful brands that support the delivery of Shooting Stars programs into the community.

- » Produce professional collateral and case studies that demonstrate the value and success of programs
- » Create effective communication channels across all stakeholders
- » Develop strategic marketing campaigns that leverage the reach of program partners and engage with local communities.

Key Outcomes

- » Increase the overall number of participants in Shooting Stars to 1,000
- » All service delivery use SMART evaluation principles and include qualitative and quantitative components
- » Develop a partnership model to enable the expansion of Shooting Stars into other states and territories
- » Consult and design a leadership and sporting talent pathways program

Goals

Develop and deliver a wide range of programs that strengthen Aboriginal and Torres Strait Islander communities in Australia.

- » Promote culturally appropriate awareness and create culturally appropriate pathways for participants
- » Create opportunities for case studies, key findings, qualitative and quantitative data sets to conduct longitudinal investigations
- » Provide support to Indigenous programs delivered by Netball Australia, Member Organisations and other entities
- » Identify new programs that capitalise on existing resources and reach to enhance the services of Shooting Stars and enrich the broader Australian Community

Establish Shooting Stars as a leading deliverer of Aboriginal education support in Australia

- » Lead the development of the Shooting Stars program

Key Outcomes

- » Improve Shooting Stars participants school attendance on average by 20% and achieve a collective attendance rate of 80% across the program
- » Increase the capacity in all programs delivered via engagement of 5 or more key community stakeholders across each site
- » Secure \$9 million in annual income for the delivery of Shooting Stars
- » Source diversity of revenue from non-government sources equivalent to 50% of total income
- » Approaches from like-minded organisation to partner with Shooting Stars to deliver shared outcomes

Goals

Deliver strong outcomes across every program, the organisation, our people and in the community.

- » Set key performance indicators that drive the delivery of strong outcomes
- » Grow the organisation in line with our ability to meet program objectives
- » Grow our awareness and responsiveness to our competitors.

Achieve sustained financial performance across the whole of organisation.

- » Develop a model that defines sustainability for our programs and how it can be achieved
- » Secure fundraising and philanthropy revenue streams equivalent to Federal, State and Local Government funding
- » Develop a fundraising strategy that maximises opportunities in the philanthropic community
- » Establish strong Government relationships at Local, State and Federal levels
- » Secure corporate stakeholders to support the delivery of our programs
- » Grow internal, self generated revenue streams

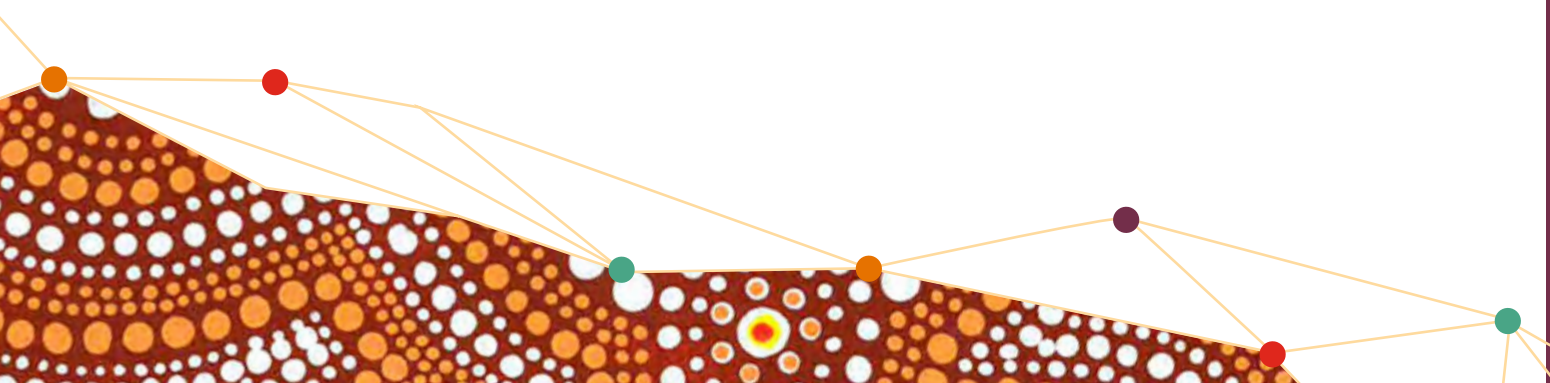


EQUALITY EMPOWERMENT STRENGTH

Purpose

- ★ Local communities empowered to lead social change

Goals

- ★ Lead innovation across all areas of the organisation, and throughout the delivery of our programs;
 - ★ Achieve a high rate of performance success in every Shooting Stars program;
 - ★ Empower young women with a strong sense of self and connectedness to culture
 - ★ Promote growth and engagement in local communities; and
 - ★ Maintain an ongoing connection to netball and sport
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Shooting Stars is an initiative of Netball WA and Glass Jar Australia, is proudly supported by the Australian Government and is a registered charity of the Australian Charities and Not-for-profits Commission.